



MANPOWER AND FORCE MANAGEMENT EMPLOYEE QUESTIONNAIRE

DEVELOPMENT, IMPLEMENTATION, AND ANALYSIS OF RESPONSES

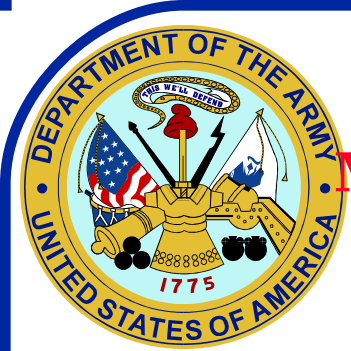
PREPARED FOR

FUNCTIONAL CHIEF REPRESENTATIVE

**Manpower and Force Management Career Program
Career Program 26**

**Office of the Assistant Secretary of the Army
(Manpower and Reserve Affairs)**

May 30, 2001



MANPOWER AND FORCE MANAGEMENT EMPLOYEE QUESTIONNAIRE

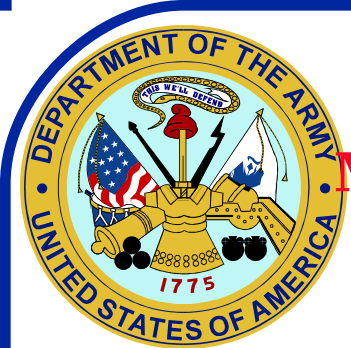


Genesis - Strategy 1 of CP26 Strategic Plan

“Develop and implement a plan to measure careerist assessment index and implement improvements.”

ACTION PLAN

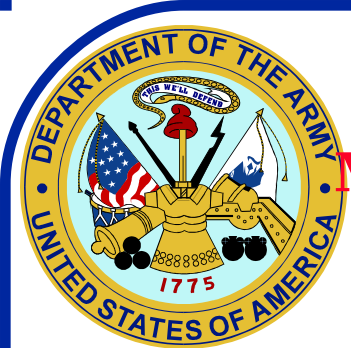
- **Develop a careerist assessment survey.**
- **Conduct survey of all careerists.**
- **Analyze results.**
- **Establish a process and take appropriate actions to address critical issues inhibiting careerist satisfaction.**



MANPOWER AND FORCE MANAGEMENT EMPLOYEE QUESTIONNAIRE



- **Questionnaire modeled after FY2000 Army Civilian Personnel Attitude Survey**
 - **Tried and true statements**
 - **Allows establishment of 1st year baseline**
- **Administered in web-based environment during period Nov 28, 2000 through Jan 13, 2001**
- **Careerist informed of survey via email, coordination with MACOM/IRA career program managers, and announcements on homepage.**
- **Responses recorded in MS Acces database.**



MANPOWER AND FORCE MANAGEMENT EMPLOYEE QUESTIONNAIRE



- **690 respondents - 329 females, 325 males, 36 other**
- **Average age 49.5 - females 47.5, males 51.4**
- **Over 63% reported bachelors or higher degree**
- **Supervisory positions - females 8.5%, males 13.9%**
- **Similar grade distribution between genders**
- **Non-minority 72.8%, minority 27.2%**
- **Over 74% registered in CP26, 36% in CP11**
- **Approximately 21% indicated not registered in any CP**
- **Majority of respondents (533) in occupation code 343**



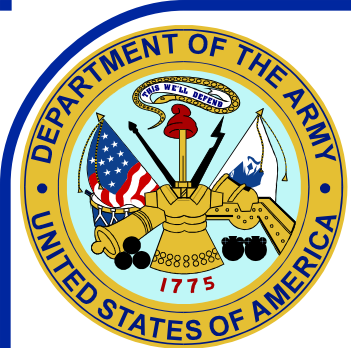
MANPOWER AND FORCE MANAGEMENT EMPLOYEE QUESTIONNAIRE



- **Part One of the questionnaire contained a series of statements designed to measure satisfaction with job related conditions.**
- **These were grouped into eleven different subsets.**
- **Six levels of agreement were provided for each statement.**

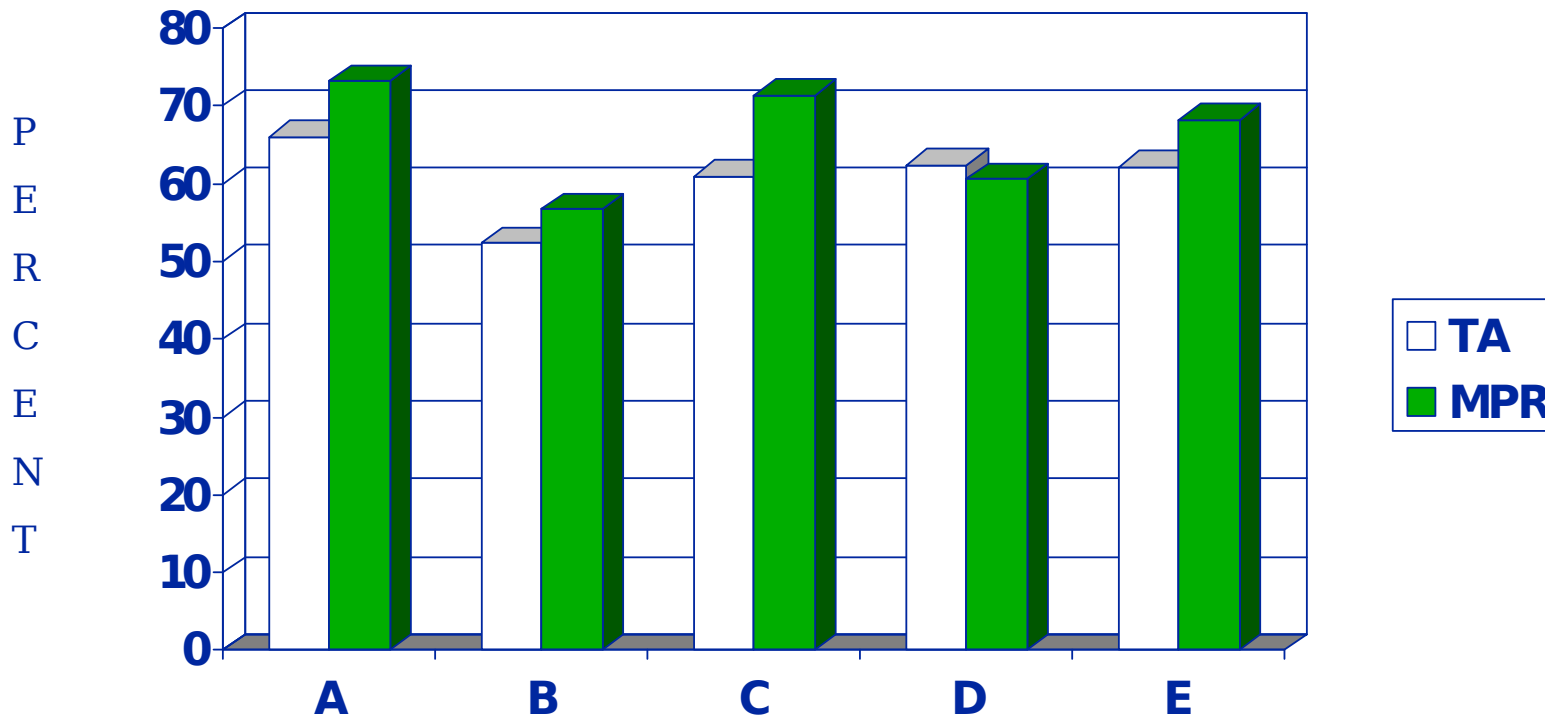
**Strongly Agree, Agree, Neither Agree or Disagree
Disagree, Strongly Disagree, Don't Know Not Applicable**

- **Eleven charts follow, one for each area.**
- **Satisfaction is defined as the top two ratings in a five point scale.**
 - **Strongly Agree and Agree**
 - **Disagree and Strongly Disagree**
- **Comparisons are made between the respondents of the Manpower Questionnaire and the Total Army Survey.**



SATISFACTION WITH JOB

ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = My job makes good use of my abilities.

(Strongly agree and agree percentages)

B = I frequently think about quitting my job.

(Disagree and strongly disagree percentages)

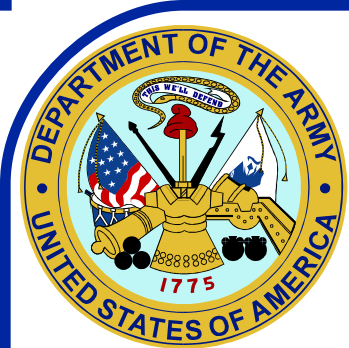
C = I find my work challenging.

(Strongly agree and agree percentages)

D = I am often bored with my job.

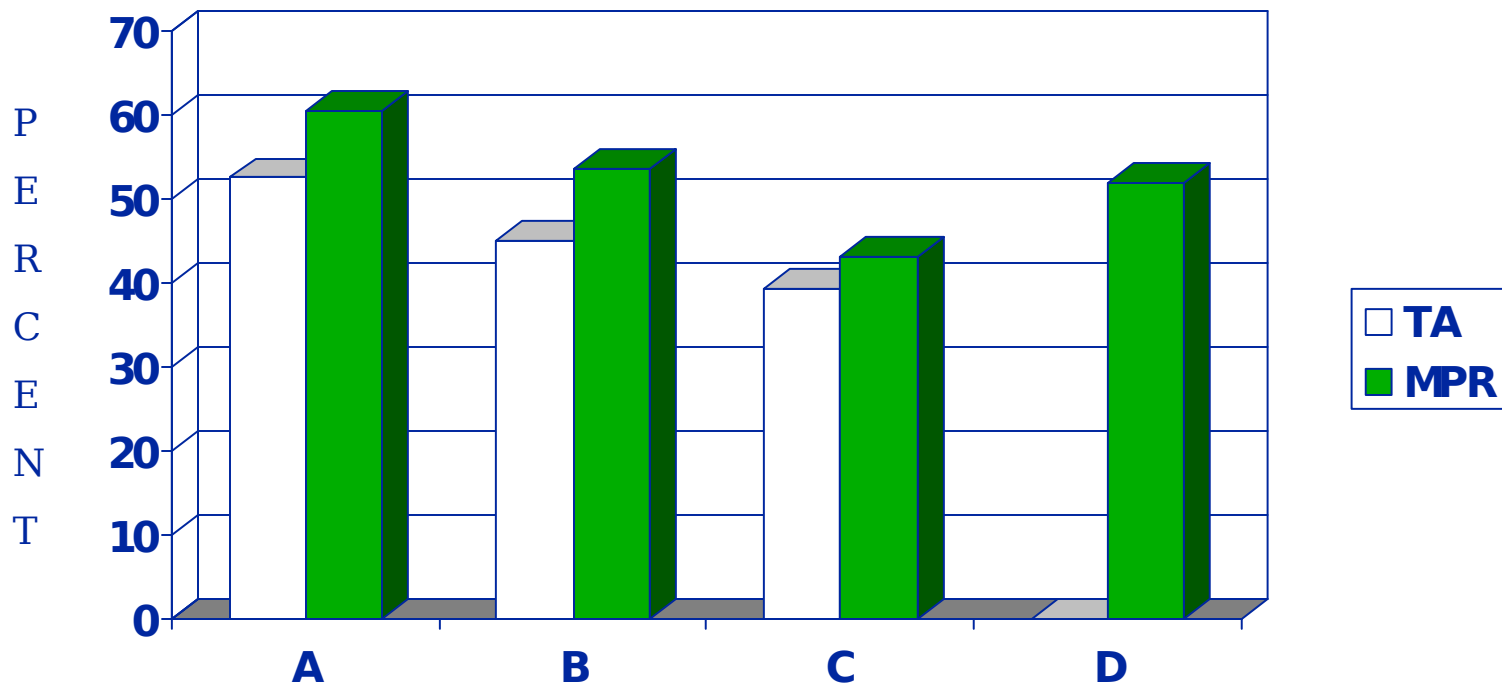
(Disagree and strongly disagree percentages)

E = All in all, I am satisfied with my job. (Strongly agree and agree percentages)



SATISFACTION WITH CAREER

ARMY SURVEY COMPARED TO MANPOWER SURVEY

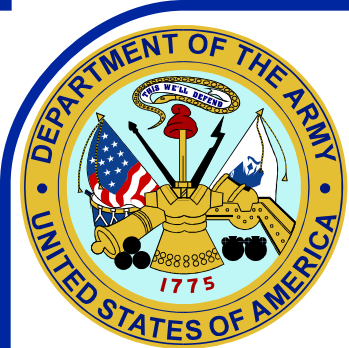


A = I would recommend that others pursue a career as a civilian with the Federal government. (Strongly agree and agree percentages)

B = I would recommend that others pursue a career as a civilian with the Army. (Strongly agree and agree percentages)

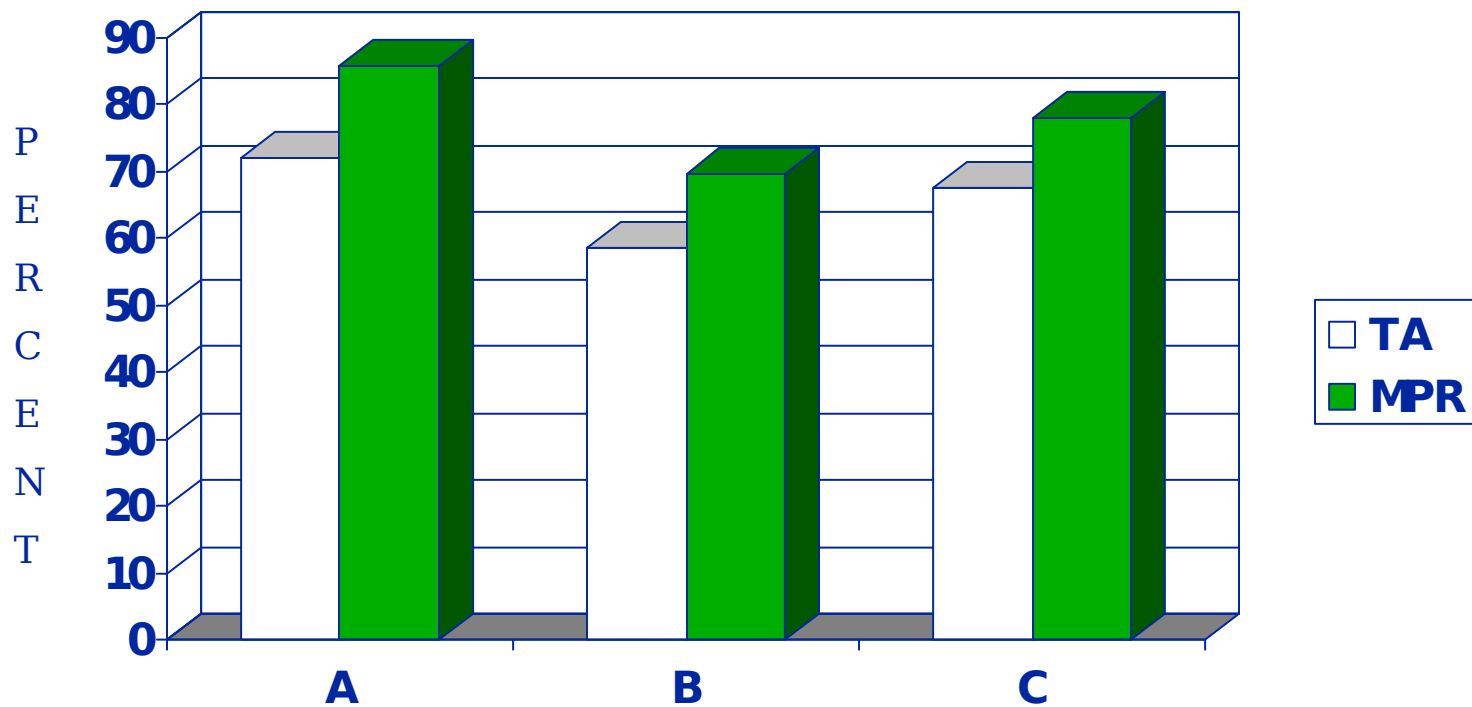
C = I would recommend that others pursue a career as a civilian with this organization. (Strongly agree and agree percentages)

D = I would recommend that others pursue a career as a civilian in the manpower and force management function. (Strongly agree and agree percentages) (Unique CP26 statement - comparison)



SATISFACTION WITH WORK GROUP

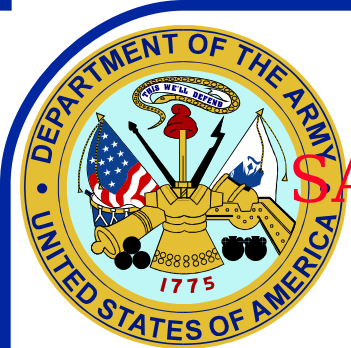
ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = The people I work with do a good job. (Strongly agree and agree percentages)

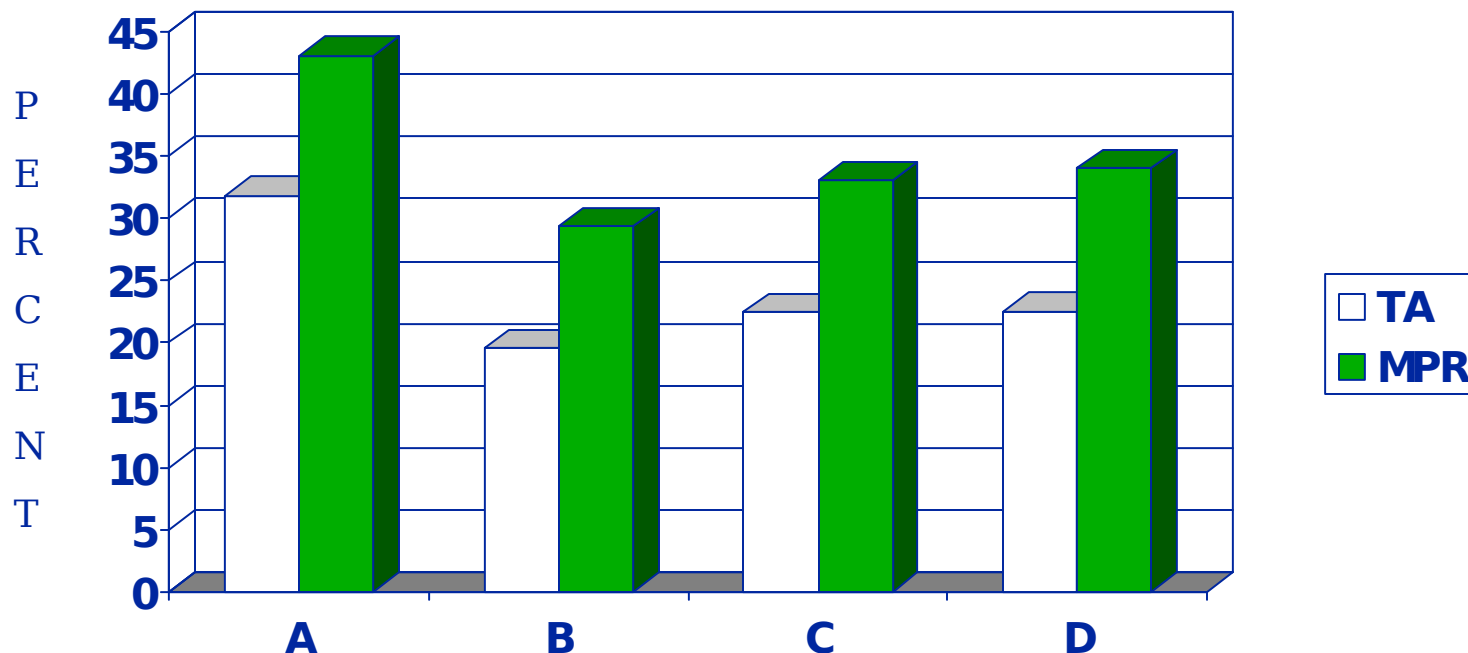
B = My work group is well run. (Strongly agree and agree percentages)

C = People in my group work well together. (Strongly agree and agree percentages)



SATISFACTION WITH JOB PLACEMENT PROMOTION SYSTEM

ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = Employees at this installation have an equal chance to compete for promotions.
(Strongly agree and agree percentages)

(Strongly agree and agree percentages)

B = When promotions are made at this installation, the best-qualified people are selected.
(Strongly agree and agree percentages)

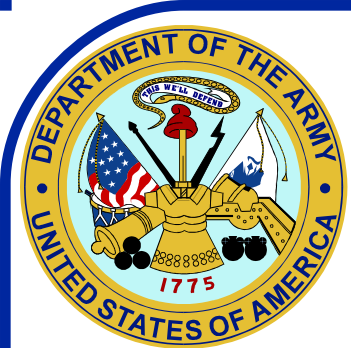
(Strongly agree and agree percentages)

C = Employees at this installation are treated fairly with regard to job placements and promotions.
(Strongly agree and agree percentages)

(Strongly agree and agree percentages)

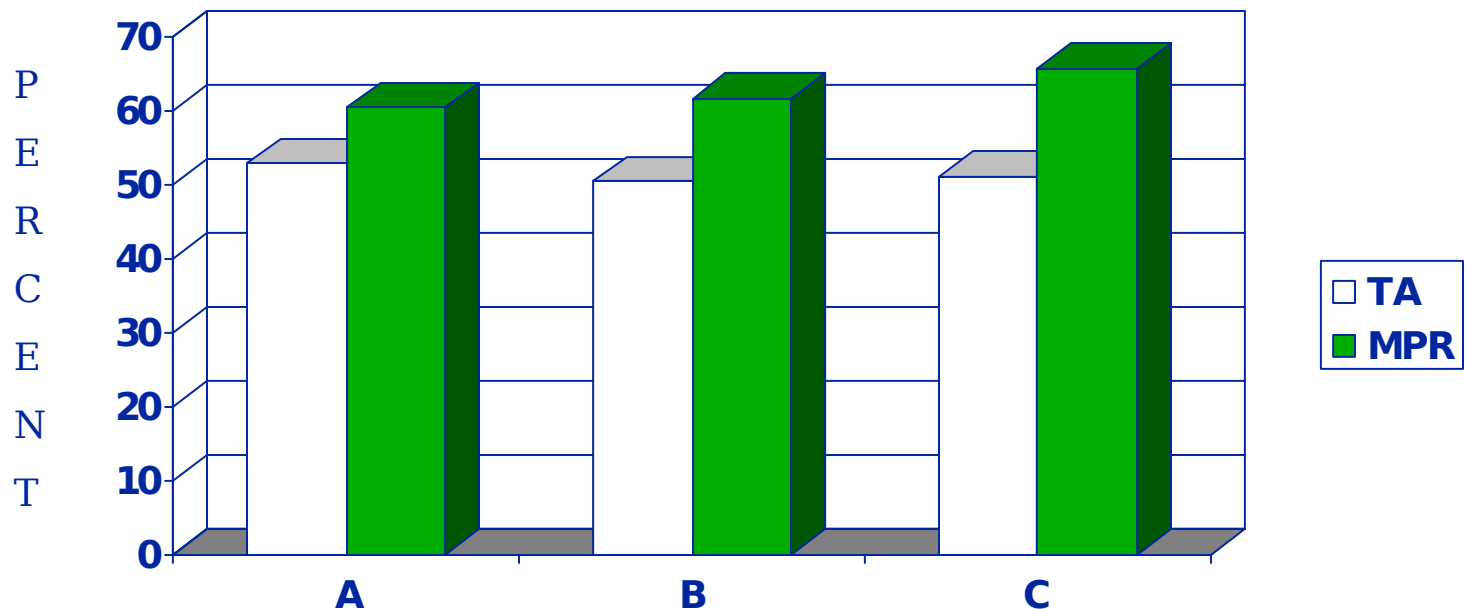
D = I am satisfied with the process used to fill vacancies at this installation.
(Strongly agree and agree percentages)

(Strongly agree and agree percentages)



SATISFACTION WITH TRAINING AND DEVELOPMENT

ARMY SURVEY COMPARED TO MANPOWER SURVEY



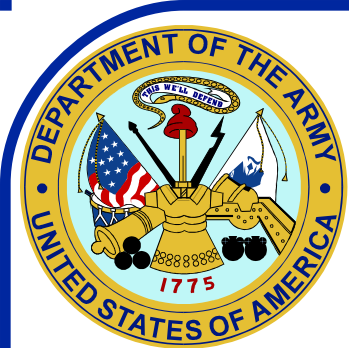
A = My supervisor and I discuss my training and development needs at least once a year.
(Strongly agree and agree percentages)

B = I receive the training I need to perform my job properly (e.g., on-the-job training,
(Strongly agree and agree percentages)

classroom instruction, conference, workshops).

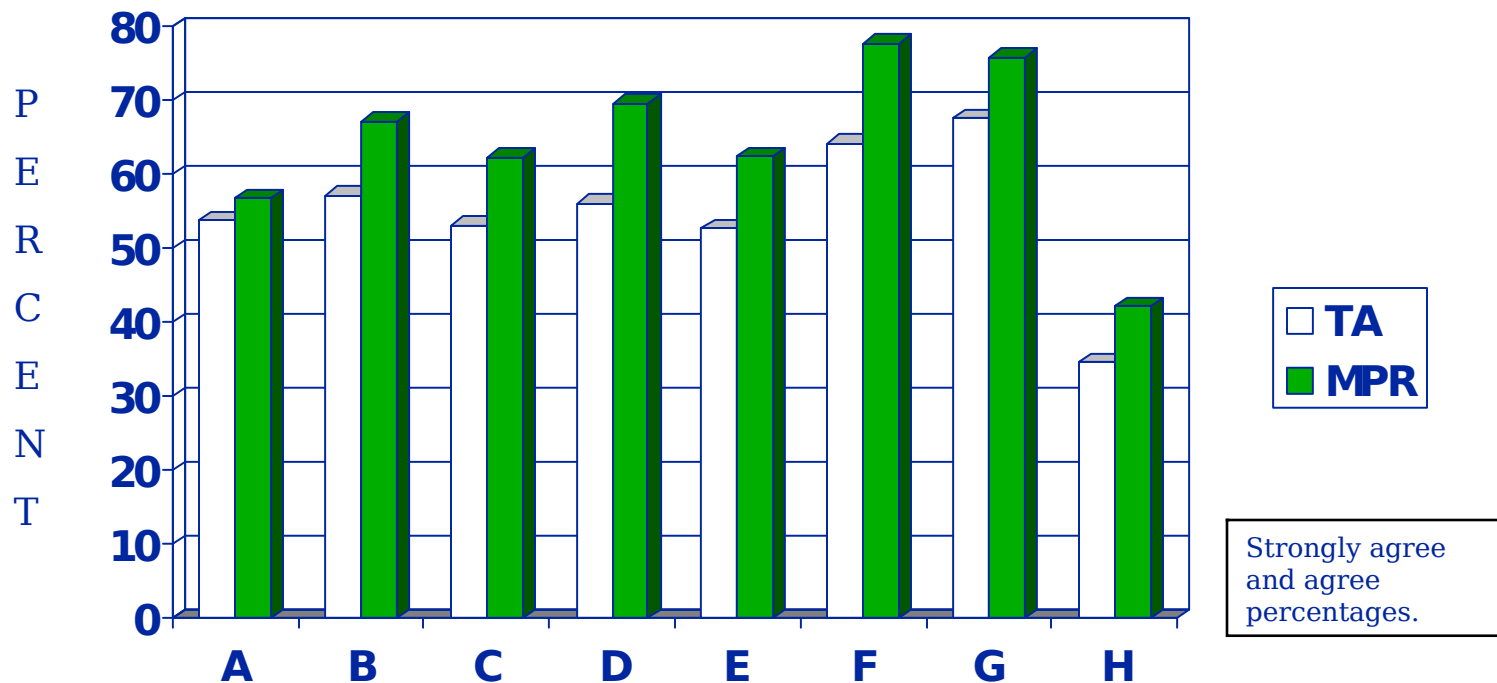
C = Management supports continued training and development.
(Strongly agree and agree percentages)

(Strongly agree and agree percentages)



SATISFACTION WITH FIRST LINE SUPERVISOR

ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = My supervisor clearly outlines the goals and priorities for my work.
I am doing my work.

C = My supervisor keeps me informed about matters affecting my job and me.
and backing I need to do

E = My supervisor has a strong interest in the welfare of his/her employees.
handling the technical parts of his/her

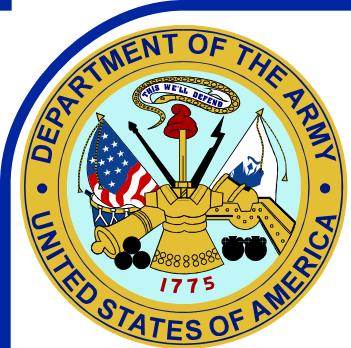
G = I feel free to go to my supervisor with questions or problems about
me with career counseling.

B = My supervisor lets me know how well

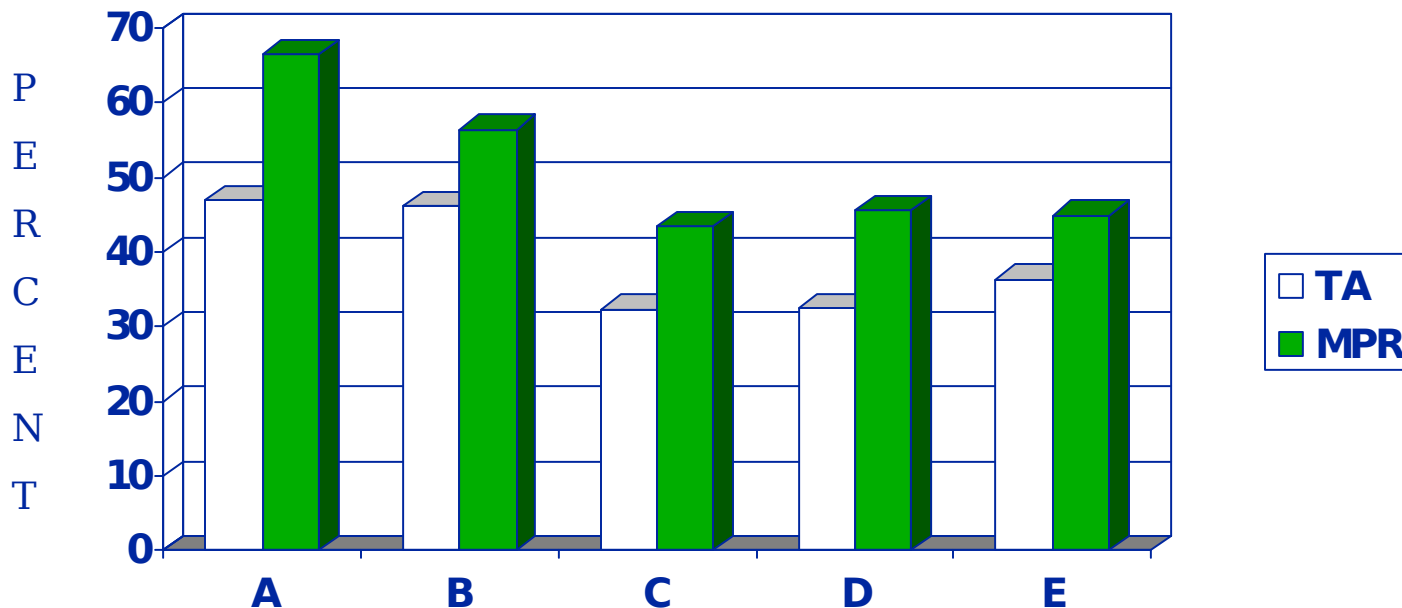
D = My supervisor gives me the support
my job well.

F = My supervisor is competent in
job.

H = My supervisor provides
my work



SATISFACTION WITH MANAGEMENT (SECOND LINE SUPERVISOR AND ABOVE) ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = Management is competent.
percentages)

(Strongly agree and agree

B = Management treats employees with respect and consideration.
percentages)

(Strongly agree and agree

C = Management makes timely decisions.

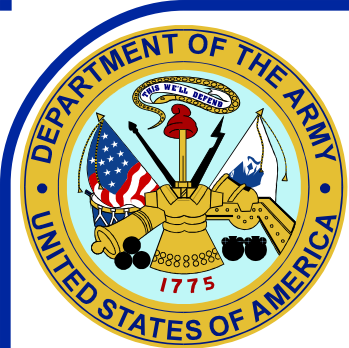
(Strongly agree and agree percentages)

D = Management rewards employees who show initiative and innovation.
percentages)

(Strongly agree and agree

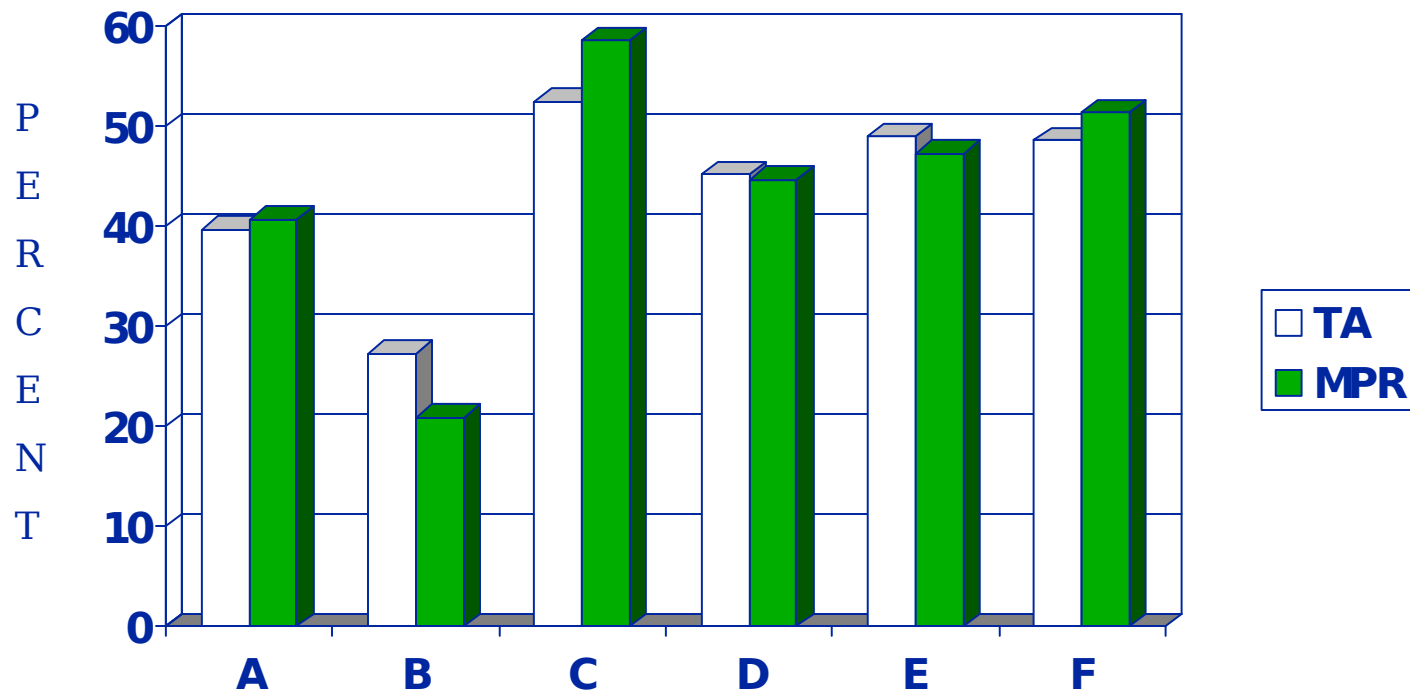
E = Management keeps employees informed.
percentages)

(Strongly agree and agree



SATISFACTION WITH FAIRNESS

ARMY SURVEY COMPARED TO MANPOWER SURVEY



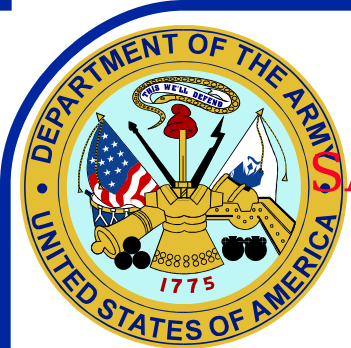
A = Managers/supervisors deal effectively with reports of prejudice and discrimination. (Strongly agree and agree percentages)

B = If I complained of discrimination, it would be held against me. (Disagree and strongly disagree percentages)

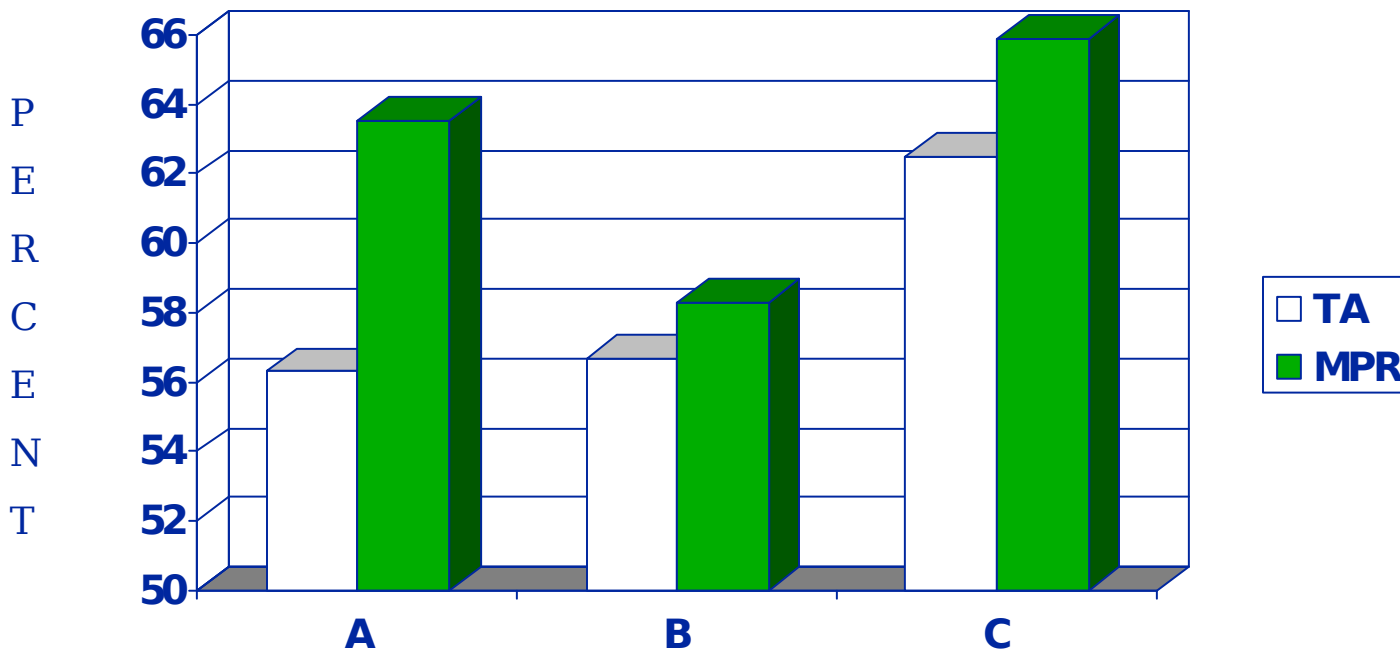
C = Non-minority employees often get preferential treatment over minority employees. (Disagree and strongly disagree percentages)

D = Minority employees often get preferential treatment over non-minority employees. (Disagree and strongly disagree percentages)

E = Male employees often get preferential treatment over female employees. (Disagree and strongly disagree percentages)



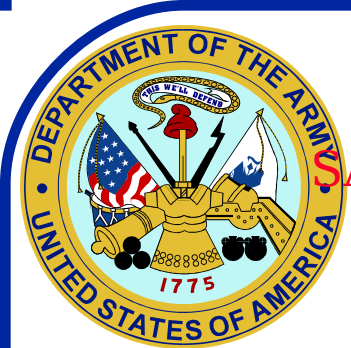
SATISFACTION WITH PHYSICAL CONDITIONS ARMY SURVEY COMPARED TO MANPOWER SURVEY



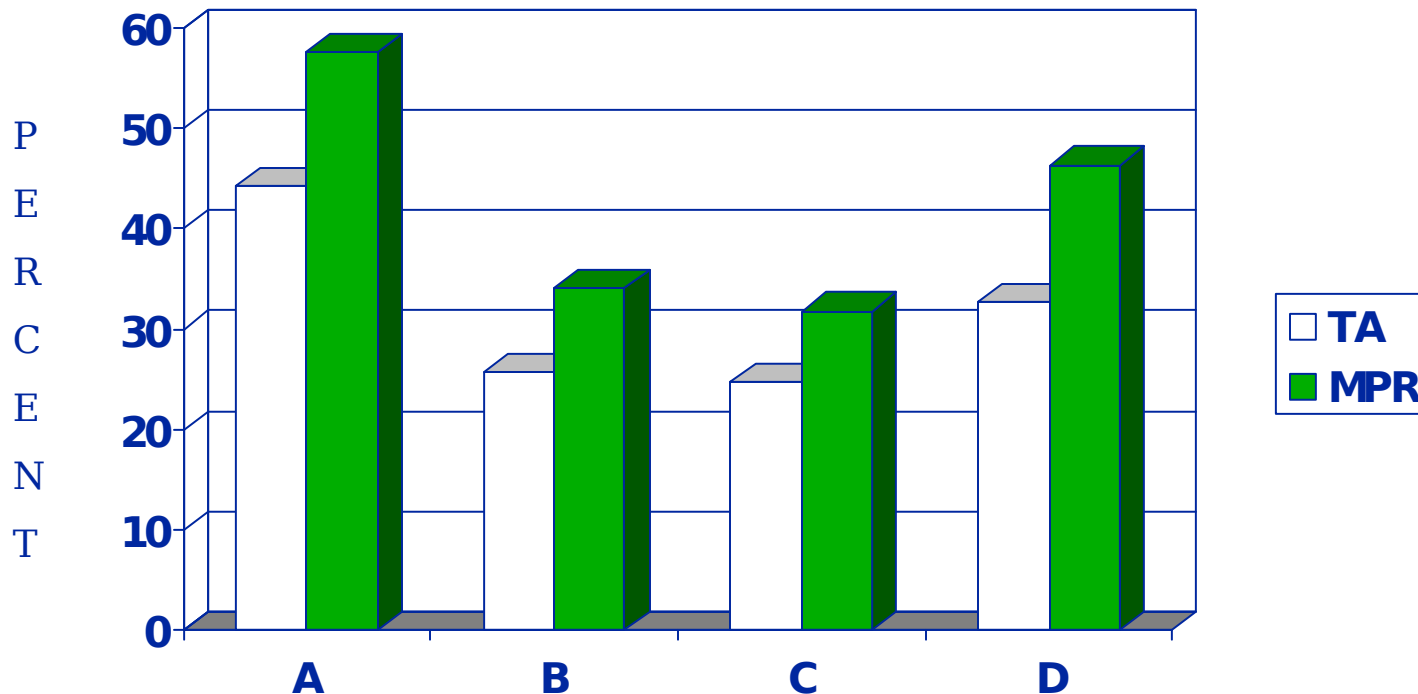
A = At this installation, physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well. (Strongly agree and agree percentages)

B = Programs that encourage good health practices are supported here (Strongly agree and agree percentages) (e.g., fitness centers, health education programs).

C = Employees are protected from health and safety factors on the job. (Strongly agree and agree percentages)



SATISFACTION WITH AWARDS AND RECOGNITION ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = When I do a good job, it is recognized.

(Strongly agree and agree percentages)

B = When awards are given, they go to the most deserving people.
(Strongly agree and agree percentages)

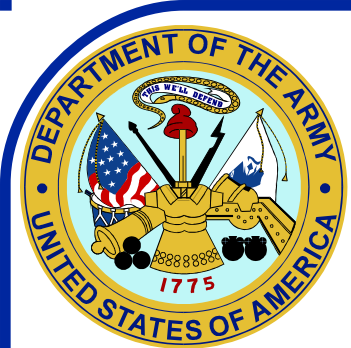
(Strongly agree and

C = Employees at this installation are treated fairly with regard to awards.
(Strongly agree and agree percentages)

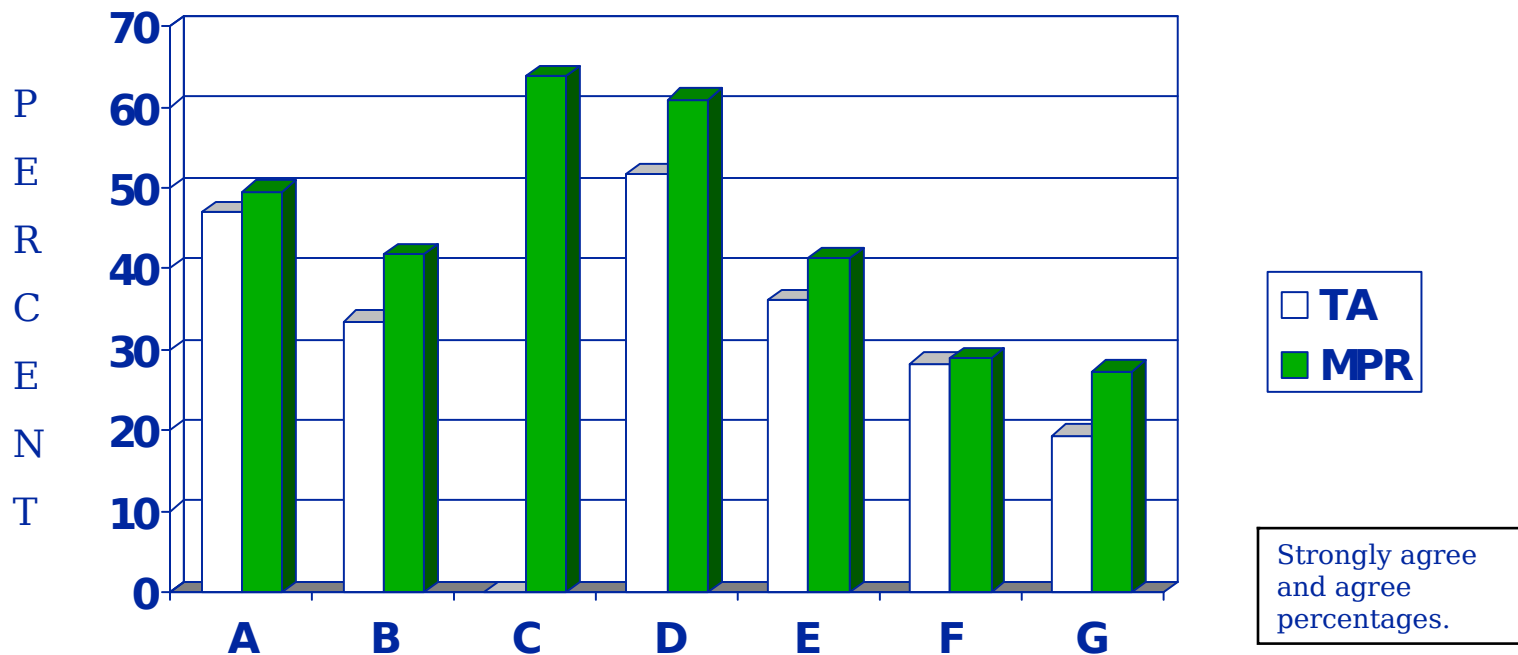
(Strongly agree and

D = If I perform my job especially well, I will receive an award.
(Strongly agree and agree percentages)

(Strongly agree and



EMPOWERMENT / REINVENTION ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = New practices and ways of doing business are encouraged at this installation. B = Management seeks my ideas and opinions before making important decisions affecting my work.

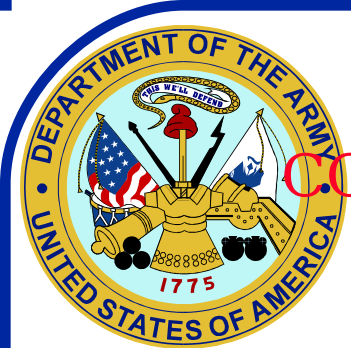
C = I trust my supervisor / team leader.
need to do my work.

D = I have the decision-making authority I

E = "Red tape" and unnecessary rules/regulations do not interfere with
significantly simplified where I work.

F = Rules and regulations have been
the timely completion of my work.

G = Efforts to reengineer work have made this installation more efficient.



COMPARISON OF STATEMENT RESPONSES

ARMY SURVEY COMPARED TO MANPOWER SURVEY



Satisfaction with job.

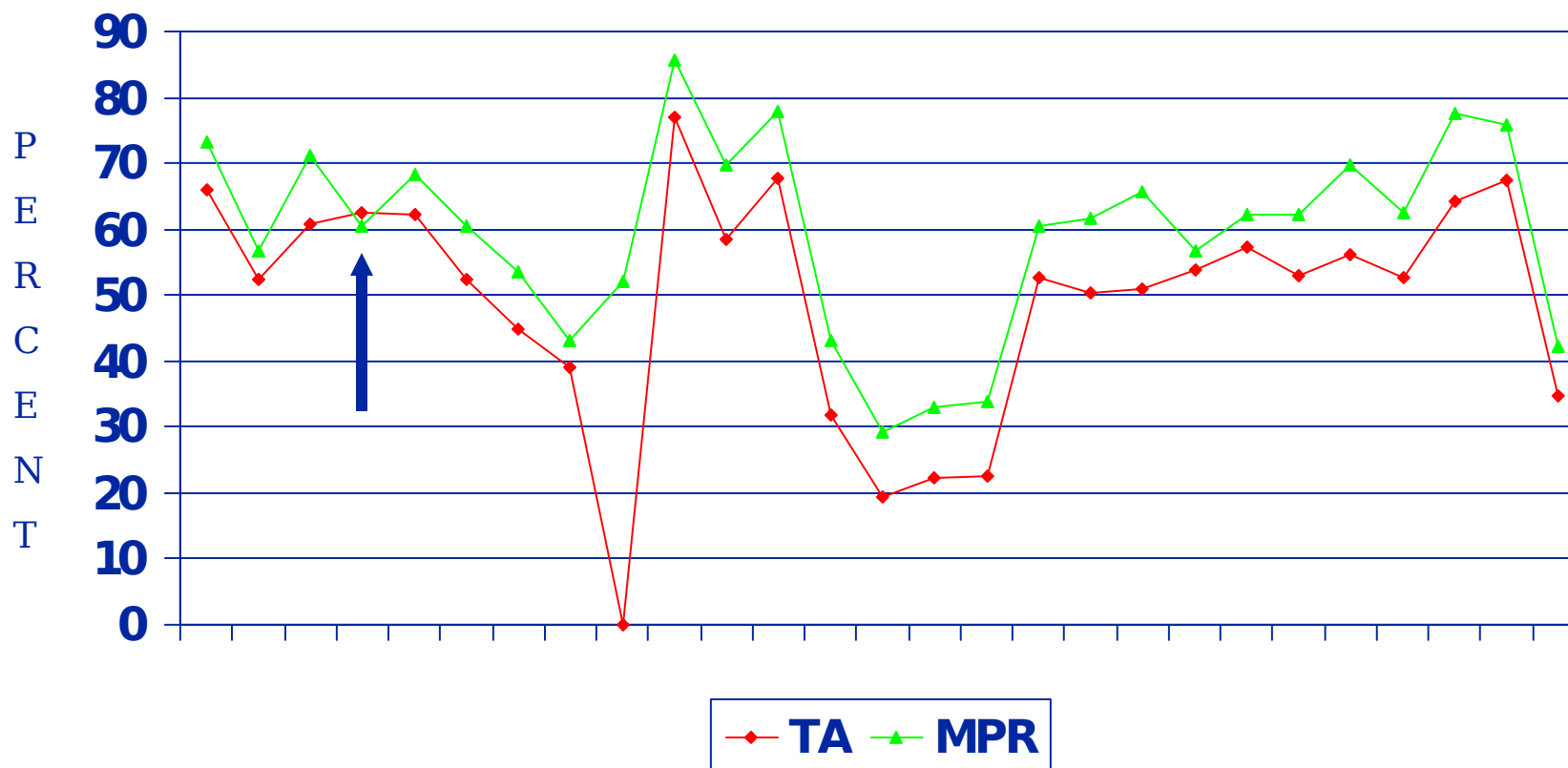
Satisfaction with career.

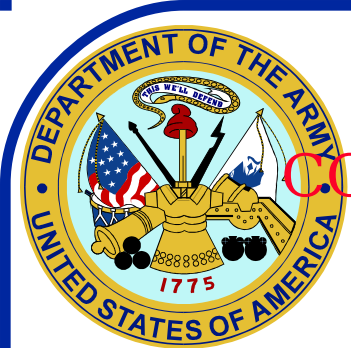
Satisfaction with work group.
system.

Satisfaction with job placement/promotion

Satisfaction with Training and Development

Satisfaction with first line supervisor.





COMPARISON OF STATEMENT RESPONSES

ARMY SURVEY COMPARED TO MANPOWER SURVEY



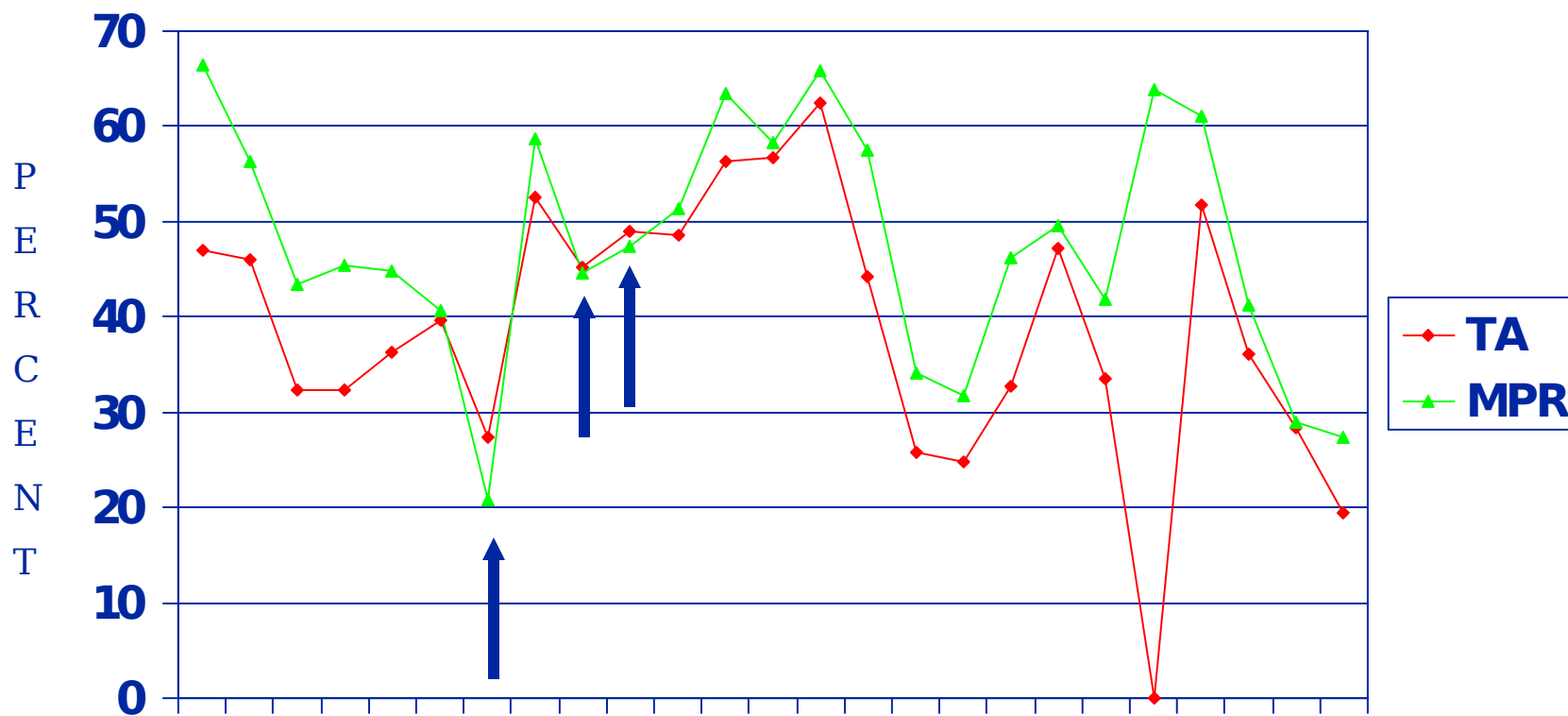
Satisfaction with management.

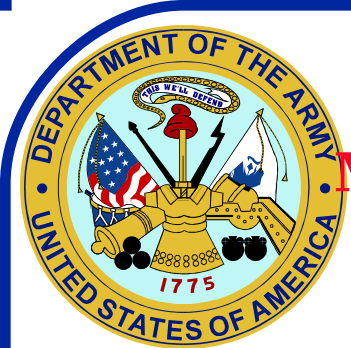
Satisfaction with fairness.

Satisfaction with physical conditions.
recognition.

Satisfaction with awards and

Empowerment / Reinvention

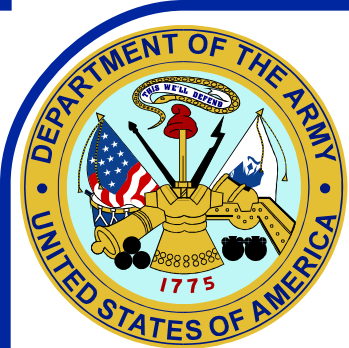




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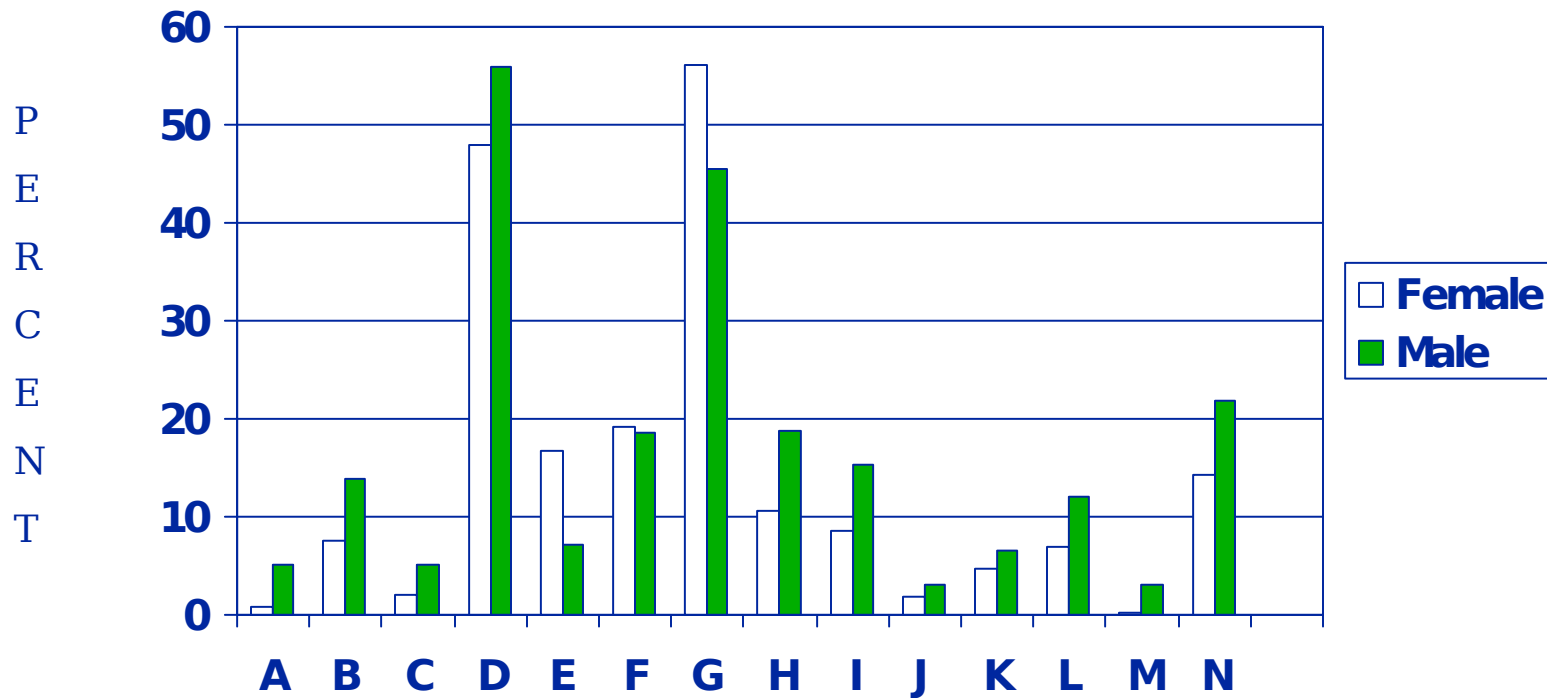


- Part two of the questionnaire requested information on the use of CP26 products.
- Over 98% have access to computers at work.
- Only 25% reported visiting the CP26 homepage once a month or more with approximately 20% responding that they had never visited the site.
- Visits to ACCES site considered acceptable - 13% that have not used can be partially explained by 10% not registered in any program.
- Marketing of CP26 ACTEDS Plan is needed. The 31% that have not used can be partially explained by 21% not registered in CP26.
- Over 44% have not accessed CP26 Bulletin.



TRAINING COURSES COMPLETED

GENDER POPULATION BY PERCENT



A = ACP

B = CDC

C = DRMC

D = FMD

E = ILDC

F = LEAD

G = M/FM

H = OLE

I = PMEI

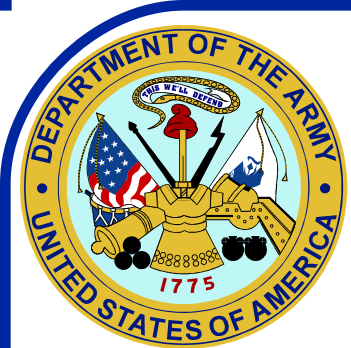
J = PMEII

K = PMC

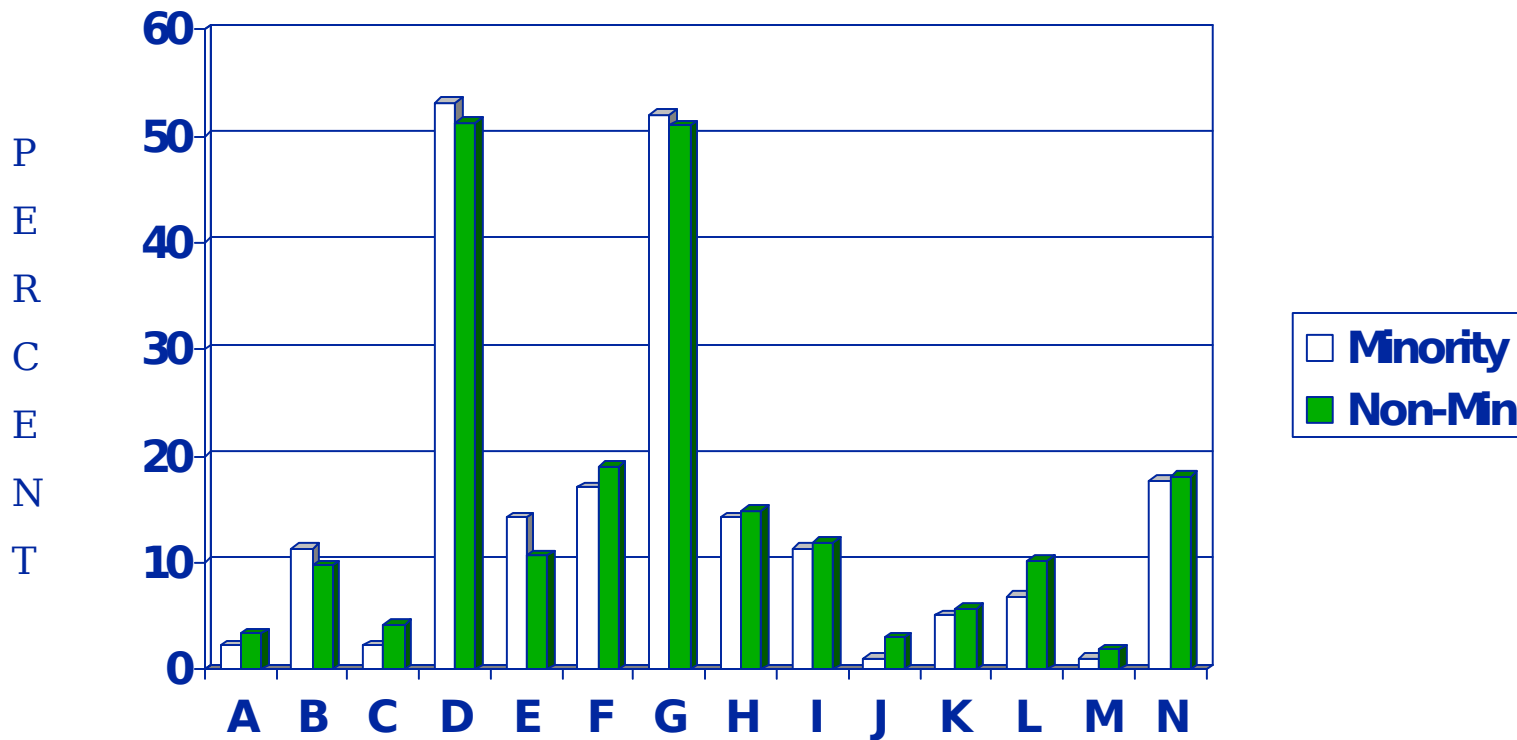
L = PRM

M = SSC

N = SBLM



TRAINING COURSES COMPLETED MINORITY VS NON-MINORITY POPULATION BY PERCENT



A = ACP

E = ILDC

I = PME I

M = SSC

B = CDC

F = LEAD

J = PME II

N = SBLM

C = DRMC

G = M/FM

K = PMC

D = FMD

H = OLE

L = PRM



MANPOWER AND FORCE MANAGEMENT EMPLOYEE QUESTIONNAIRE Conclusions and Recommendations



- **Overall = GOOD NEWS!**
 - Manpower respondents more satisfied than Army respondents.
 - Only four statements where Army respondents more positive.
- **Satisfaction areas for future emphasis.**
 - Career recommendations to others.
 - Career counseling.
 - Issues relating to fairness.
 - Reinvention/empowerment.
- **Career Program areas for future emphasis.**
 - Need for increased marketing of CP26 Homepage, Manpower and Force Management Bulletin, and CP26 ACTEDS Plan.
 - Emphasis of education and training opportunities, especially for women and minorities.